

Agenda

Community Builders is a new capacity-building initiative for Colorado nonprofits led by and serving Black, Indigenous, and people of color (BIPOC) and/or rural communities that seek to address health and racial equity.

- Introduction
- Timeline
- Initiative Design
- Eligibility Criteria
- Application Review
- How to Apply



Community Builders Initiative

A joint project of the Colorado Health Foundation and Nonprofit Finance Fund

Colorado Health Foundation

Bringing Health in Reach for all Coloradans

The Colorado Health Foundation is bringing health in reach for all Coloradans by engaging closely with communities across the state through investing, policy advocacy, learning, and capacity building. We believe investing in the development of strong, diverse, and dynamic leaders is essential to create fair opportunities for those in which health is furthest from reach.



The Colorado
Health Foundation™

Nonprofit Finance Fund

Where Money Meets Mission

A nonprofit lender and consultant with 40 years of national and hyperlocal experience, Nonprofit Finance Fund helps mission-driven organizations adapt, thrive, and drive positive change. We work closely with you to gather and analyze data in context, and map out practical, do-able steps toward your vision.



Colorado Health Foundation Vision, Mission, and Cornerstones

Our Vision

- Across Colorado each of us can say: “We have all we need to live healthy lives.”

Our Mission

- Improve the health of Coloradans.

Our Belief

- Health is a basic human right.

Our Rally Cry

- Bringing health in reach for all Coloradans.

Cornerstones:

It is essential that every step we take creates fair opportunities for people whose health is furthest from reach. This is why our work, and that which we expect in the work of our partners, is rooted in **three cornerstones:**

- We serve Coloradans who have less power, privilege and income, and prioritize Coloradans of color.
- We are informed by the community and those we exist to serve.
- We do everything with the intent of creating health equity.

Community Builders – 2022 Initiative Timeline & Milestones

Advisory Council

Theory of Change
Reviewed ToC & previewed interest form (3/16/22)

Marketing/Outreach
Review webpage and discuss marketing & outreach strategies (4/20/22)

Application
Interest form updates, cohort B, & finalize application (5/19/22)

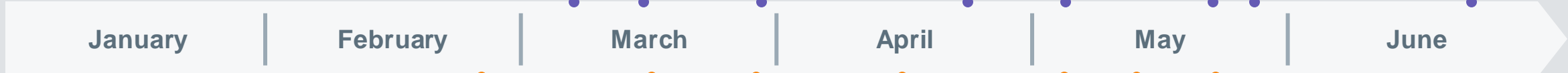
Selection Process
Interest form results overview, and proposed structure for selection (6/22/22)

Intro Meeting
Kickoff meeting for Advisory Council (3/7/22)

Interest Form
Discussed & confirmed interest form questions (3/30/22)

Application
Update on outreach and review of application (5/3/22)

Interest Form
Cohort B communities, application updates (5/25/22)



Advisory Council
Members identified and confirmed (2/25/22)

Webpage Launched
Initial page launched after CHF review (3/29/22)

Draft Application
Draft application to AC (5/2/22)

Draft Application
Sent to CHF (5/19/22)

CHF & NFF

Theory of Change
Draft ToC completed with CHF (3/8/22)

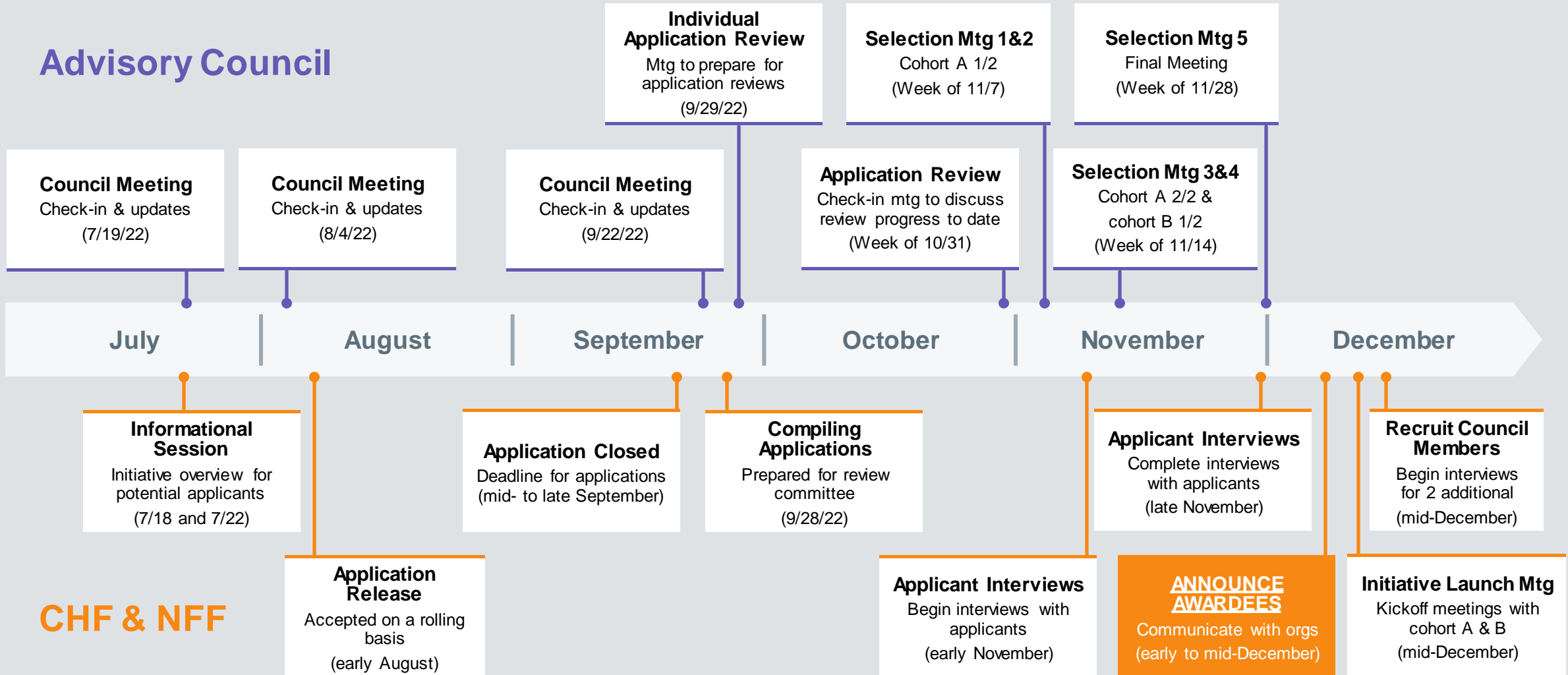
Interest Form
First draft completed and shared with Council (3/17/22)

Outreach Materials
Email language & social media kit (4/15/22)

Interest Form & Outreach
Form is live and marketing begins (5/11/22)

Community Builders – 2022 Initiative Timeline & Milestones

Advisory Council



Community Builders Initiative

Timeline & Milestones

- Application to be released in early August and closed in mid to late September
- Participating organizations to be selected in late 2022
- Co-design process with participants begins in late 2022 continuing through early 2023
- Individual and cohort-based activities to begin in early 2023 and continue through 2025



Community-Centered Design

Let's build a healthier nonprofit sector in Colorado – together.



In February 2021, The Colorado Health Foundation engaged NFF to **facilitate a community-centered design process** that would inform TCHF's future capacity-building efforts, particularly those focused on strategic and inclusive finance.



In April and May 2021, NFF **conducted six focus groups with 27 leaders** from across Colorado, whose organizations substantially met the basic criteria of the initiative.



They **included an expanded network of nonprofits** that were drawn from NFF and TCHF networks; those invitees were asked to bring in additional leaders who could offer new and important perspectives.



Peers identified five priority areas to include when designing a capacity-building initiative for Colorado nonprofits led by and serving Black, Indigenous, and people of color and/or in rural areas that do not typically have access to the resources needed to thrive.

What We Heard From Nonprofit Leaders

Capacity-building support should intentionally:

- **Prioritize those who have been marginalized.**
- **Center self-determination for participants.**
- **Support individual development, organizational resilience, and systemic change.**
- **Maximize access and peer exchange.**
- **Focus content explicitly on equity, including financial justice.**



Community Initiative Cohort Design

Three-year initiative beginning in Fall 2022 through 2025



Cohort-based



Co-designed with participants



1:1 consulting and peer learning



General operating support and/or change capital investments



Peer-based advisory council

Eligibility Criteria for Community Builders

Who is eligible to apply?

BIPOC-led and -serving

- BIPOC-led and -serving includes organizations with leadership who identify as individuals of color as well as serving the community through prioritizing and centering their mission and vision on the BIPOC members within the community.
- Working on issues that support community health outcomes, including many social determinants of health, health equity, and racial justice.
- Aligned with the [cornerstones](#) and [areas of focus](#) of The Colorado Health Foundation.
- Working with annual budgets under \$1 million (operating expenses).

Working in and serving rural communities

- Working in and serving rural communities.
- Working on issues that support community health outcomes, including many social determinants of health, health equity, and racial justice.
- Aligned with the [cornerstones](#) and [areas of focus](#) of The Colorado Health Foundation.
- Working with annual budgets under \$1 million (operating expenses).

Selection Criteria – 6 Organizations Seeking Organizational Transformation

Things to consider when applying

Lack of Access

Extent to which barriers to financial & non-financial resources exist

- Managing against implicit and/or explicit bias, systemic racism, and/or resource scarcity
- Lacking access to and relationships with philanthropic funders, individual donors, and/or institutional financing



Readiness

Preparedness for undergoing transformative organizational change

- **Engaged leadership (board) and management (key staff) with shared vision and values**
- **Early evidence (empirical or anecdotal) that change will support improved mission impact and financial health**



Commitment

Willingness to plan for and accept change or develop alternative practices

- Long-term commitment to community – desire to grow or sustain impact through feedback loops with community
- Determination to engage deeply in reflection, exploration, and planning in and outside of initiative activities



Purpose & Impact

Clarity of mission, target community, and strategic impact goals

- Delivering critical services/interventions with limited or no alternatives available to community
- Demonstrated impact (empirical or anecdotal) within target community

Selection Criteria – 15 Organizations Seeking Capacity-Building

Things to consider when applying

Lack of Access

Extent to which barriers to financial & non-financial resources exist

- Managing against implicit and/or explicit bias, systemic racism, and/or resource scarcity
- Lacking access to and relationships with philanthropic funders, individual donors, and/or institutional financing



Readiness

Preparedness for engaging in an assessment of current practices

- Engaged management (key staff) with capacity to implement change based on learnings from capacity building
- Early or initial reflections on technical assistance needs based on current capacities and skill sets



Commitment

Willingness to plan for and accept change or develop alternative practices

- Long-term commitment to community – desire to grow or sustain impact through feedback loops with community
- Determination to engage deeply in reflection, exploration, and planning in and outside of initiative activities



Purpose & Impact

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Two Cohorts of Organizations to Meet Differing Needs of Participants

Organizational Transformation (6 orgs)

- Preparing for a major shift in operation – transforming how money is made and spent
- Access to desired technical assistance with an emphasis on financial planning
- Significant capacity commitment from leadership and management
- General operating support
 - Year 1 - \$50,000
 - Year 2 - \$50,000
 - Year 3 - \$5,000
- Opportunity to apply for Change Capital

Organizational Capacity Building (15 orgs)

- Seeking to invest in organizational capacities, skill sets, and knowledge
- Access to desired technical assistance
- Moderate capacity commitment from senior management
- General operating support
 - Year 1 - \$25,000
 - Year 2 - \$25,000
 - Year 3 - \$22,000

What is Change Capital

Defining Change Capital

- Change in an organization's business model (how to make and spend money)
- Periodic reinvestment into the organization to change its business model (i.e., the size or reach of mission and/or how to make and spend money)
- Typically large, flexible, multi-year funding from an external source

Examples of Change Capital Use

- Increase the size and reach of mission (ex: increase staff to reach new communities)
- Moving from volunteers to paid staff
- Purchasing a building as an investment to the community (instead of renting)
- Covering unfunded expenses (ex: ED covering multiple roles, grant writer, HR, etc)
- Transitioning to full-cost budgets and increasing savings

Q&A



Application Review



Application Walk Through

Organization Information



Description of how your organization meets the eligibility criteria



Current mission statement



Brief summary of the programs and services your organization offers in order to bring this mission to life



Total organization budget (operating expenses)

Application Walk Through

Organization Barriers and Racial Justice Values

Please provide examples of the barriers you have encountered to accessing financial and non-financial resources.

Please provide examples of how the barriers listed above have negatively impacted your ability to meet the needs of your community.

What does being community-centered and supporting health and racial equity mean for your organization?

Application Walk Through

Organization Demographic Information



Number of Board Members – in the absence of a formal Board of Directors, include the number of individuals serving in an Advisory capacity



Number of Executive/Cooperative Leaders



Number of All Other Individuals essential to mission delivery – Staff and/or Volunteers

Application Walk Through

Organization Demographic Information



Number of Board Members/Advisors and Executive/Cooperative Leaders by race/ethnicity



Number of Board Members/Advisors and Executive/Cooperative Leaders by gender



Is there any other demographic information on board, leadership and staff your organization tracks that you'd like to share? If so, please note here.

Application Walk Through

Organizational Transformation (Cohort A)

Proposal Summary

Please provide a brief summary of how your organization would benefit from a significant shift in how it operates in service to its mission.

What type of capacity-building/technical assistance would you be interested in receiving if resources were not a concern?

In what ways would participating in peer learning and convenings benefit your organization?

Application Walk Through

Organizational Capacity Building (Cohort B)

Proposal Summary

What type of capacity-building/technical assistance would you be interested in receiving if resources were not a concern?

In what ways would participating in peer learning and convenings benefit your organization?

Application Walk Through

Community Served Demographic Information



Select the Colorado counties that the proposed work will specifically serve.



Is there any demographic information on people served by your organization and program or project that you'd like to share? For example, do the people your organization serve represent certain racial or ethnic groups? Or a particular gender? What identifying characteristics describe the people your organization serves?

Application Walk Through

Cornerstones



Please describe the people or community that you serve. How will this initiative help you to address the health inequities experienced by the individuals you are serving?



Please describe how the community you serve motivated you to apply to participate in this initiative? What type of information was used to help you understand the context, needs or perspectives of these individuals (e.g., feedback from the people and community you will serve, needs assessments, census data, community conversations, etc.)?

Application Walk Through

Understanding Your Impact

Please describe how you will know that your participation in this initiative has led to the overall results you want to see? How will you know that your participation in this initiative has led to greater health equity for the people or community you will serve?



Application Walk Through

Requested Attachments

- ❑ The following documentation is requested:
- ❑ Most recent full 12 months financial statements, audited if available within that timeframe
- ❑ A short document that shares what caused your organization to create its mission and operation, and why it would still be relevant in the next few years. This can be a written recount, data information, power point, an interview, a voice recording, video, pictures, benchmarks or strategic plan.
- ❑ For proposals using a fiscal sponsor:
 - ❑ Fiscal sponsor agreement – template available [here](#), other formats accepted
 - ❑ Fiscal sponsor financials (most recent full 12 months financial statements, audited if available within that timeframe)

Application Walk Through

Final Question



Please tell us approximately how many hours it took for you to complete this application.



Number of Hours:

Q&A



Thank You!

For more information you can click here:

<https://nff.org/colorado-community-builders>

Español:

<https://nff.org/edificando-comunidades-apoyando-la-salud-equitativa-para-colorado>

